
COMMITTEE ON EDUCATIONAL POLICY

Year of Engagement: Student Success Framework Final Report

Presentation By

Dilcie D. Perez
Deputy Vice Chancellor
Academic and Student Affairs
Chief Student Affairs Officer

~~Pete Fritz~~
~~Lead Engagement Partner~~
~~Deloitte Consulting~~

Bob Caron
Specialist Leader
Deloitte Consulting

Amit Sevak
Chief Executive Officer
ETS

Executive Summary | Year of Engagement: Student Success Framework Final Report

The Systemwide Student Success Framework will transform the student experience in a way that is different from any past student success effort at the CSU. By embracing an expanded definition of student success that spans the entire academic journey and post-graduation, the CSU will accelerate students toward the outcomes they most need and desire.

The Framework was developed collaboratively with the voices of thousands of members of the CSU community through workshops, surveys, working groups and committee meetings. We engaged students, administrators, faculty, staff and alumni to ensure a cohesive approach to student success. Core to the Framework is the CSU Promise, which ensures that all CSU students will graduate with the opportunity for a first career job and/or a clear path to further study. That CSU Promise is supported by four commitments: Affordability, Personalized Journeys to Success, Adaptive & Responsive Teaching & Learning, and Experiential Learning.

We achieve the four commitments by focusing on Cost of Attendance, Advising and Pathways; Teaching and Learning; a Streamlined Experience; and Skills and Networks. When it comes to

AMENDED

ED POL

Agenda Item 3

September 7-10, 2025

Page 2 of 22

affordability, ensuring the total cost of attendance is within reach for every CSU student is our first priority. Reaching this vision requires community and state partnerships to reduce the cost of living and resource alignment across the system. By carefully balancing costs, leveraging efficiencies and investing in high-impact practices, the CSU will ensure that affordability for students remains at the center of this transformation. We envision **advising and pathways** that will guide and support students in their curricular and co-curricular learning through integrated academic and career advising and centralized hubs for holistic support services. Next, we recognize that classroom success is fundamental to overall student achievement. The Framework aims to reimagine the academic experience and build a systemwide culture of **teaching and learning**. This includes fostering meaningful faculty-student connections and engagement. The Framework will also support a digitally enhanced, personalized and **streamlined experience**, including using advanced technology that anticipates student needs and enables proactive, personalized support from advisors, staff and faculty. Finally, students will engage in **experiential learning** opportunities throughout their academic and co-curricular journey, and these opportunities will be more accessible, allowing students to apply their knowledge and develop their skills. Relatedly, the Framework will involve alumni in new ways throughout the student journey, enabling students to build the professional networks they need for long-term career success and more.

Strategic Alignment Across Initiatives

To ensure coherence across the CSU's major efforts, the Student Success Framework is intentionally designed to align with and complement other systemwide strategies. It works in direct partnership with the Strategic Enrollment Management Plan to create a seamless student journey. While the Enrollment Management Plan focuses on attracting students to the CSU system and ensuring smooth transitions into university life, the Student Success Framework picks up where enrollment leaves off, providing comprehensive support systems that carry students through graduation and into their first career positions or further study. This partnership eliminates the traditional gaps between recruitment, enrollment, academic support and career preparation.

The technological infrastructure necessary for this integrated approach comes through alignment with the IT Strategic Plan, which ensures that all digital tools and systems work cohesively across the student experience.

This integrated approach represents a fundamental shift from siloed planning to comprehensive student lifecycle management. Rather than treating enrollment, academic success and career preparation as separate functions, the Framework creates a unified system in which each component reinforces and enhances the others' effectiveness in achieving the Strategic Plan's vision of transformational student outcomes.

The Framework introduces a dual approach to measuring success that goes beyond traditional graduation rates to include real-time progress tracking. While the CSU will continue monitoring long-term outcomes like graduation rates, the Framework significantly expands measurement to

include student-centered metrics that better reflect a broader perspective on student success. What's especially new are career earnings metrics and measures of socioeconomic mobility, alongside expanded tracking of job and graduate school placement, student satisfaction, alumni engagement, net cost of attendance and experiential learning participation rates.

Equally important is the Framework's commitment to continuous improvement through ongoing assessment. The Implementation Roadmap serves as both a planning document and accountability mechanism, outlining the governance structures and specific actions that both the system office and individual campuses will take to fully implement the Framework. Rather than waiting until the end to see if the Framework worked, this approach allows the CSU to regularly evaluate whether specific actions are achieving their intended results and make course corrections as needed.

This comprehensive measurement strategy acknowledges a practical reality: meaningful change takes time and must be intentional. While we expect current students to benefit from improvements made during the transformation period, the Framework also recognizes that campuses need adequate time to analyze their data, identify what's working and redesign support systems that no longer serve today's diverse student population effectively. This balance between urgency and thoughtful implementation ensures that changes to student support are both rapid and sustainable. Thus, we begin Framework implementation with two transformational years. The transformational years allow us to provide support in the areas of data structure, technology and institutional capacity building necessary for successful Framework implementation across all campuses.

Finally, we recognize that students who graduate from any CSU campus represent a win for the entire system, even if they started at one university and finished at another. This acknowledges the interconnected nature of our 22-campus system and supports student mobility and success across institutional boundaries. What we're setting for graduation rates requires us to also focus intensively on retention rates, particularly in the first and second year. Early support during these critical transition periods will be essential to achieving our ambitious graduation rate goals. Building on lessons learned from previous systemwide initiatives, this Framework features a more focused implementation window with milestone assessments at two-, four- and six-year windows for the fall 2027 cohort. The streamlined timeline reflects both the urgency of addressing student success challenges and our enhanced capacity to implement comprehensive, systemic change across the CSU system.

Student Success Framework Report | Year of Engagement: Reimagining Student Success

1. Framework Objectives

The California State University (CSU) system, as the largest public university system in the United States, plays a critical role in shaping the future of California's workforce and economy. Given the scale of the CSU's impact, we are committed to becoming a national model in student success. The Framework aims to ameliorate opportunity outcome gaps,

AMENDED

ED POL

Agenda Item 3

September 7-10, 2025

Page 4 of 22

strengthen career readiness and advance social mobility for all CSU students. This includes supporting America's new majority learners, comprised of first-generation students, low-income students and adult learners seeking to advance their careers. Several key factors drive the CSU's commitment, necessitating a strategic and innovative approach to enhancing student outcomes.

I. Persistent Gaps in Educational Outcomes:

Despite increases in the CSU's graduation rate, the gap between underrepresented minority students and non-underrepresented minority students remains at 12 percentage points¹. The CSU recognizes the need to address and close these gaps in educational outcomes to ensure that all students, with their unique contributions, have the opportunity to succeed.

II. Nationwide Enrollment Challenges:

The CSU is not immune to the enrollment challenges facing higher education nationally. Since 2019, the CSU has experienced a 7% decline in enrollment². By improving the overall student experience and success rates, the CSU will be better positioned to attract and retain students in an increasingly competitive higher education landscape.

III. Evolving Higher Education Student Populations:

From 2009 to 2019, the CSU's first-time, first-year student population increased by 31%. During that same period, the first-year, first-generation, Pell-recipient and/or historically underserved student population increased by 50%³. The CSU must adapt to meet the changing needs of its student population to ensure that support systems and educational strategies are effective for today's learner, and the learner of the future.

IV. Anticipated State Budget Cuts:

Resource constraints, including 3% or \$143.8 million⁴ in state budget cuts, necessitate a strategic approach to student success, including efficient use of resources and innovative solutions, to maintain and enhance the quality of education.

V. Increased National Focus on the Value of a Degree:

As public confidence in higher education has fallen to 36%, 12 percentage points lower than in 2018⁵, there is a growing demand to demonstrate the value of higher education. The CSU is committed to showcasing the tangible impact of higher education, ensuring that graduates are well-prepared for successful careers and lifelong learning.

¹ [The Campaign for College Opportunity 2023, A Progress Report on the Graduation Initiative 2025](#)

² [The Campaign for College Opportunity 2024](#)

³ [The CSU System Student Success](#)

⁴ [May Revision 2025-2026 Budget Proposal](#)

⁵ [The Lumina-Gallup Study \(2023, July 12\). Americans' confidence in higher education down sharply](#)

2. Our Guiding Principles

To develop a Framework that will address the goals and challenges noted above, while remaining true to the culture and values of the CSU, the Year of Engagement team established several Guiding Principles to steer the approach and decision-making throughout the work.

- **Student-Centric** | Center decisions, strategies and actions around the needs, experiences and aspirations of students, striving to understand and empathize with their perspectives and address their challenges and concerns
- **Equity-Driven** | Approach all aspects of the Framework through an equity lens, identifying and addressing disparities in every decision, strategy and action
- **Data-Informed** | Use data to inform recommendations, leveraging analytical insights to refine the approach and measure outcomes
- **Collaborative** | Fully engage the CSU and statewide stakeholders, understanding and accounting for the diversity and identity of each university
- **Transparent** | Foster trust and accountability by consistently communicating in an open manner, making sure decision-making, processes, and actions are accessible and understandable to all stakeholders

3. Comprehensive Engagement & Research

The CSU's Year of Engagement involved unprecedented stakeholder participation across the system. This comprehensive process was essential in shaping the Framework by incorporating insights from students, faculty, staff, alumni, and community partners to ensure it authentically reflects the CSU's diverse perspectives and shared values.

The Year of Engagement survey was sent to over 1 million recipients, including students, faculty, staff and alumni, to gather broad-based feedback on what worked best and what needed to be improved upon from the final iteration of Graduation Initiative 2025. This effort resulted in 16,000 responses that provided a wealth of data and insights. To further understand faculty perspectives on student success in and out of the classroom, the Academic Senate of the California State University (ASCSU) facilitated a subsequent survey that was sent to nearly 30,000 faculty and received 6% completed responses.

In addition to the surveys, the Year of Engagement team conducted extensive research of CSU and national data, including analysis of IPEDS data, university websites, CSU public and internal student success dashboards, and over 80 external academic journals and peer-reviewed articles. To collect further qualitative data for analysis, the team engaged over 700 stakeholders in discovery sessions and focus groups. These discussions included sessions with each of the 22 universities and with the various bodies of shared governance, as well as with graduate students, senior and mid-level leaders from across the system, alumni, and many others. Additional one-on-one meetings were held with several dozen key stakeholders, including the 20 Appointed Trustees. The outputs from

AMENDED

ED POL

Agenda Item 3

September 7-10, 2025

Page 6 of 22

the Discovery Phase were instrumental in co-creating the Framework that is reflective of the many diverse voices and experiences that comprise the CSU.

Comprehensive Engagement & Research

Over 1M students, faculty, staff, and alumni across the system have had the opportunity to be engaged in this process.



Figure 1: Comprehensive Stakeholder Engagement

Stakeholder groups engaged included:

<ul style="list-style-type: none">• Undergraduate Students (incl. CSSA)• Graduate Students• Former Students• Alumni (incl. Alumni Council)• Faculty (incl. ASCSU)• Year of Engagement Working Group• Year of Engagement Steering Committee	<ul style="list-style-type: none">• Presidents• University Cabinet Members• Appointed Trustees• Vice Presidents of Student Affairs• Provosts• Chief Information Officers• Senior Diversity Officers	<ul style="list-style-type: none">• Public Information Officers• External Relations & Communications• Year of Engagement Work Team• Academic & Student Affairs Staff• Foundation Board of Governors• Vice Presidents of Advancement• Institutional Research Directors	<ul style="list-style-type: none">• Deans of Graduate Students• Financial Aid Staff• AVPs of Student Life/Deans of Students• Academic & Career Advising Staff• Student Affairs Equity & Belonging Team• Professional and Continuing Education (PaCE)
--	---	---	---

Framework Overview

1. Framework Structure

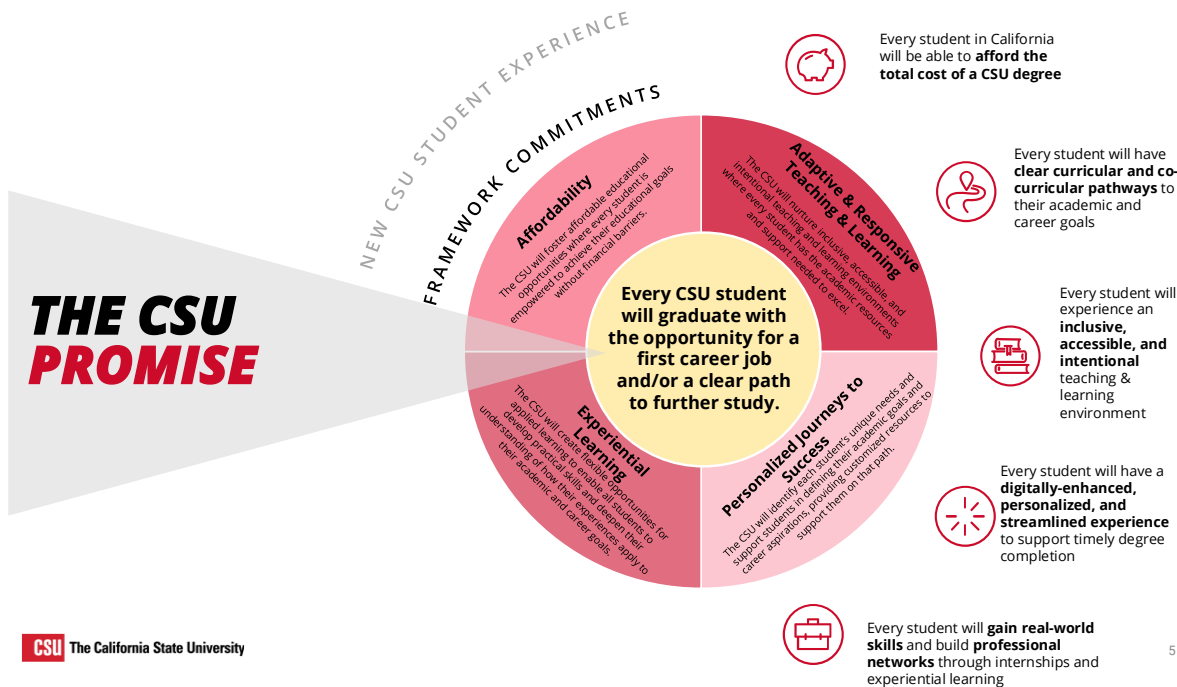


Figure 2: Framework Structure

2. Student Success Vision

Building on the comprehensive stakeholder input gathered during the Year of Engagement, the Student Success Vision establishes a clear and unified direction for student success across all 22 CSU campuses. This vision serves as the foundational compass that will guide decision-making, resource allocation and strategic priorities systemwide. By articulating shared aspirations and outcomes, the vision creates alignment across diverse campus contexts while allowing for locally responsive implementation approaches that honor each university's unique strengths and student populations.

AMENDED

ED POL

Agenda Item 3

September 7-10, 2025

Page 8 of 22

Student Success in the CSU is achieved through...

Providing personalized and collective experiences within a supportive community that prioritizes flexible and impactful learning opportunities, self-discovery and holistic growth. Equipping students to achieve academic excellence, career success and economic mobility through accessible, inclusive and experiential learning environments.

Developing curricular and co-curricular pathways for each student to graduate and excel in their career and/or further study and preparing them to thrive as engaged leaders and members of society.

Fostering lifelong relationships with students and graduates by cultivating meaningful experiences with their university, alumni and communities.

3. CSU Post-Degree Promise

The CSU Promise represents what the CSU will deliver for every student and is stated as: Every CSU student will graduate with the opportunity for a first career job and/or a clear path to further study.

4. Framework Commitments

The Framework Commitments were identified by synthesizing key themes from comprehensive stakeholder engagement and data analysis conducted during the Discovery Phase, informed by research on leading practices nationwide and designed to align with the broader vision. Like the student success vision, the commitments also underwent multiple iterations with the vice presidents of Student Affairs, provosts and presidents from each campus, senior diversity officers, representatives of the ASCSU and CSSA, and the Year of Engagement Steering Committee and Working Group. The commitments are intended to apply to all students and alumni. The commitments are:

- **Affordability**

The CSU will foster affordable educational opportunities in which every student is empowered to achieve their educational goals without financial barriers.

- **Personalized Journeys to Success**

The CSU will identify each student's unique needs and support students in defining their academic goals and career aspirations, providing customized resources to support them on that path.

- **Adaptive & Responsive Teaching & Learning**

The CSU will nurture inclusive, accessible, and intentional teaching and learning environments where every student has the academic resources and support needed to excel.

- **Experiential Learning**

The CSU will create flexible opportunities for applied learning to enable all students to develop practical skills and deepen their understanding of how their experiences apply to their academic and career goals.

5. **The New CSU Student Experience**

The New CSU Student Experience defines what students will tangibly feel and gain as a result of the Framework, clearly articulating the key milestones of the student journey that will be transformed as a result of the Framework. The New CSU Student Experience is:

- Every student in California will be able to **afford the total cost of a CSU degree**
- Every student will have **clear curricular and co-curricular pathways** to their academic and career goals
- Every student will experience an **inclusive, accessible and intentional** teaching & learning environment
- Every student will have a **digitally enhanced, personalized and streamlined experience** to support timely degree completion
- Every student will **gain real-world skills** and build **professional networks** through internships and experiential learning

The New CSU Student Experiences are in fact our strategies to fulfill the commitments and realize the CSU Promise. They reflect the core areas of focus that will translate into tangible changes in the student experience and transform student outcomes for the CSU. Each strategy is further broken down into a series of experiences that help to define the specific aspects of the New CSU Student Experience. This set of student experiences are enabled through a series of specific systemwide actions that the CSU will take to bring the vision of the new student experience to life. These systemwide actions serve as the bridge between the high-level goals of the commitments and on-the-ground implementation. Strategies were developed based on findings in the Discovery phase and were informed by stakeholder feedback as well as state and national research. Strategies were then socialized with various stakeholder groups across the system for further feedback and refinement.

I. **Prioritization of Systemwide Actions**

The systemwide actions that are outlined in the Framework Strategies were refined and prioritized using a structured prioritization methodology. The team began with an initial set of 39 actions, which were developed through stakeholder feedback as well as state and national research. Further refinement was needed, however, to home in on the specific actions that would have the greatest systemwide impact in support of the broader Framework vision and commitments. In order to identify the actions that would yield the greatest systemwide impact, the team developed a prioritization methodology grounded in four criteria:

AMENDED

ED POL

Agenda Item 3

September 7-10, 2025

Page 10 of 22

1. Impact of a systemwide approach versus a university-level approach
2. Expected impact on student outcomes, including graduation rates, job placement rates and overall quality of the student experience relative to the estimated implementation effort, as calculated by estimated costs, staffing requirements and logistical complexity
3. Level of stakeholder support based on live feedback sessions, polls and written feedback from systemwide stakeholders
4. Alignment and/or redundancy with other systemwide strategic initiatives such as the Strategic Plan, Strategic Enrollment Management Plan, IT Plan and Financial Aid Workgroup, deprioritizing actions that were addressed through other strategic initiatives and prioritizing actions that supported but did not duplicate other initiatives.

II. Strategy Details

1. Cost of Attendance
CSU Strategy
Every student in California will be able to afford the total cost of a CSU degree
Student Experiences
1.A Students experience fewer financial barriers through expanded access to financial aid and lower total cost of attendance, making degree completion more timely attainable.
1.B Students have access to affordable housing, transportation, and basic needs resources, reducing financial burden that can lead to stopping out.
Systemwide Actions
1.1 Accelerate advocacy efforts to reduce the total cost of attendance in service of student retention and completion.
1.2 Partner with statewide and regional agencies and not-for-profit organizations to expand affordable housing and transportation access and connect students and families to resources to meet their basic needs.

2. Advising & Pathways
CSU Strategy
Every student will have clear curricular and co-curricular pathways to their academic and career goals
The New CSU Student Experience
2.A Students regularly engage with a coordinated team of advising professionals that connects their academic choices with evolving career goals, helping them build adaptable and purposeful degree pathways.
2.B Students receive coordinated and accurate guidance from faculty, advisors, and other support resources as they explore their academic and career interests and pursue clear and flexible degree pathways.

2.C Student access the holistic services they need from a centralized hub connecting them to academic, financial and well-being resources.

Systemwide Actions

- 3.1 Integrate Academic and Career Advising through deliberate collaboration between academic and career advisors to help students identify career goals early, to update those goals regularly, and to guide their academic and co-curricular journey.
- 3.2 Clearly define roles for faculty, professional advisors, career advisors and alumni in the student lifecycle process, providing professional development opportunities for each role to better help students refine their academic and career goals and support professional identify formation.
- 3.3 Expand student success hubs to serve as one-stop shops to seamlessly address students’ financial, academic, social and well-being needs.

3. Teaching & Learning

CSU Strategy

Every student will experience an inclusive, accessible, and intentional teaching & learning environment

The New CSU Student Experience

- 3.A Students develop self-confidence, agency, knowledge and skills that help them succeed academically, prepare for successful careers, become empowered individuals and pursue the public good as engaged citizens.
- 3.B Students experience meaningful connections and interactions with faculty to improve their understanding of how to succeed academically.
- 3.C Students engage in a culture of learning that values and promotes intellectual curiosity, professionalism and critical and rigorous thinking.
- 3.D Students engage critically with emerging technologies to explore and understand the pedagogical practices, possibilities and pitfalls of technology for their own learning.

Systemwide Actions

- 3.1 Institute programs to help faculty encourage students to develop agency in learning and in the students’ personal lives.
- 3.2 Cultivate a culture of high faculty-student engagement to meet student academic needs through appropriate support and recognition.
- 3.3 Provide support and resources for faculty, students and administrators to collaboratively promote a culture of learning.
- 3.4 Expand opportunities for faculty to learn possible applications and limitations of emerging technologies in the classroom and develop pedagogies related to technology that are appropriate to their programs and departments.

4. Streamlined Experience

AMENDED

ED POL

Agenda Item 3

September 7-10, 2025

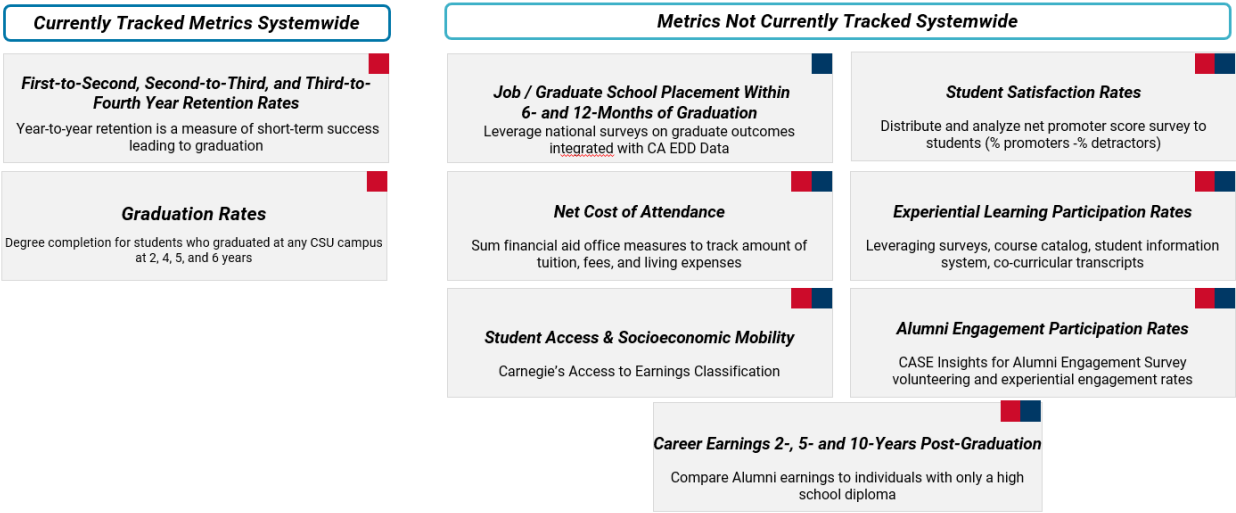
Page 12 of 22

CSU Strategy
Every student will have a digitally enhanced, personalized and streamlined experience to support timely degree completion
The New CSU Student Experience
4.A Students track and plan progress to degree using an online degree audit and receive personalized communications from their advisor, helping them streamline degree completion.
4.B Students receive personalized recommendations and resources through access to an online platform that provides immediate support 24 hours a day, and proactive outreach based on their engagement with the communications tool.
4.C Students receive proactive and accessible mental health, wellness and basic needs support that is integrated into their academic experience.
4.D Students have easy access to resources and experience fewer bureaucratic hurdles.
4.1 Adopt a systemwide advising and degree audit tool that leverages real-time data and predictive analytics to provide a consistent and accurate experience for students and enhanced academic planning capabilities for advisors.
4.2 Adopt a single systemwide early support system and communication tool with interactive support accessible 24 hours a day, providing support for students and proactive outreach.
4.3 Use digital tools to expand systemwide well-being resources, providing mental health and basic needs support 24 hours a day.
4.4 Remove or redesign systemwide policies and procedures that interfere with student success, slow student progress to degree or inhibit ease of reentry into the system.

5. Skills & Networks
<i>Note: Experiential learning encompasses undergraduate research, study abroad, practicums, internships, apprenticeships, on-campus employment, student life and campus leadership, and project-based and service learning.</i>
CSU Strategy
Every student will gain real-world skills and build professional networks through internships and experiential learning
The New CSU Student Experience
5.A Students have diverse and accessible opportunities for real-world, paid or credit-earning internship and work experiences that build career-ready skills and enhance employability.
5.B Students encounter more hands-on, skills-based learning in their courses, making education more relevant and practical and enabling them to build career-ready skills.
5.C Students can easily search and apply for internships and experiential opportunities through a single online hub to increase participation in real-world professional experiences.
5.D Students connect with alumni in their field of interest for organic or structured mentorship, job shadowing, career exploration and professional networking to enhance employability and facilitate their transition into the workforce.

Systemwide Actions
<p>5.1 Forge statewide partnerships with businesses, government agencies and non-profit organizations to expand paid and for-credit internships, apprenticeships and other experiential learning opportunities for all students.</p> <p>5.2 Provide support, incentives and training for faculty to integrate internships, co-op programs, service- and community-based learning, project-based learning, and microcredentialing into the curriculum, enhancing skill-building throughout the academic journey.</p> <p>5.3 Develop an online platform as a one-stop resource to find and apply for internships and experiential learning opportunities across the state.</p> <p>5.4 Expand student-alumni programming systemwide, leveraging a systemwide alumni-student relationship platform to connect students and alumni for network building, job shadowing, internships, and other opportunities based on career alignment.</p>

Scorecard Metrics



Scorecard Metrics

Scorecard metrics are student-focused measures used to assess progress on student success. These metrics track key outcomes, such as graduation and retention rates, career placement, economic mobility and student satisfaction. Scorecard metrics are disaggregated by population

AMENDED

ED POL

Agenda Item 3

September 7-10, 2025

Page 14 of 22

and subpopulation to understand equity gaps. Together, they create a data-informed foundation for assessing systemwide impact and institutional accountability.

I. **Process for Developing Scorecard Metrics**

The scorecard metrics were developed based on the commitments and strategies outlined in the Framework, as well as metrics tracked at both the national and state levels, and California's Cradle-to-Career initiative. Metrics were socialized with CSU stakeholders and the chancellor.

II. **Scorecard Metrics Details**

Scorecard metrics are as follows:

- First-to-Second, Second-to-Third and Third-to-Fourth Year Retention Rates
- Graduation Rates
- ~~Career Earnings 2-, 5- and 10-Years Post-Graduation~~
- Job/Graduate School Placement Within 6- and 12-Months of Graduation
- Student Satisfaction Rates
- Net Cost of Attendance
- Experiential Learning Participation Rates
- Student Access & Socioeconomic Mobility
- Alumni Engagement Participation Rates
- **Career Earnings 2-, 5- and 10-Years Post-Graduation**

III. **Process for Developing Milestone Goals for Currently Tracked Metrics**

For each of the scorecard metrics, we've defined CSU milestone goals, which represent systemwide targets that the CSU will aim to achieve within a specified time frame. For metrics that are currently tracked consistently systemwide and monitored by the Chancellor's Office, we analyzed the CSU's historical performance within the metric, understood historical patterns of peer institutions and systems across the country, and considered the impact of student success practices on the metric itself to determine benchmark goals.

Graduation and Retention Rates

To forecast graduation rate milestone goals for the fall 2027 cohort, we established a tiered methodology that considered historical trends, peer benchmarks and aspirational targets. Specifically, we defined three tiers of year-over-year growth for graduation rates:

- **Floor:** This represents the minimum expected growth, anchored in the CSU's historical graduation rate performance. By analyzing past data, we set a baseline that reflects what is reasonably attainable based on the CSU's mid- to long-range trends.
- **Benchmark:** The benchmark tier aligns with the year-over-year performance of comparable peer university systems. For this, we examined graduation rates from the University of Texas System, University of Wisconsin System, University of North

Carolina System and University of Florida System, intentionally omitting R1 flagship institutions to ensure a more accurate comparison.

- **Aspiration:** The aspiration tier reflects ambitious growth, drawing inspiration from year-over-year growth in graduation rates at universities recognized for exceptional student success initiatives, such as Florida State and Georgia State. These institutions serve as models for what could be achieved with targeted interventions and sustained effort.

For each tier, we projected year-over-year growth rates and applied these to the current baseline to estimate the graduation rates for the fall 2027 cohort.

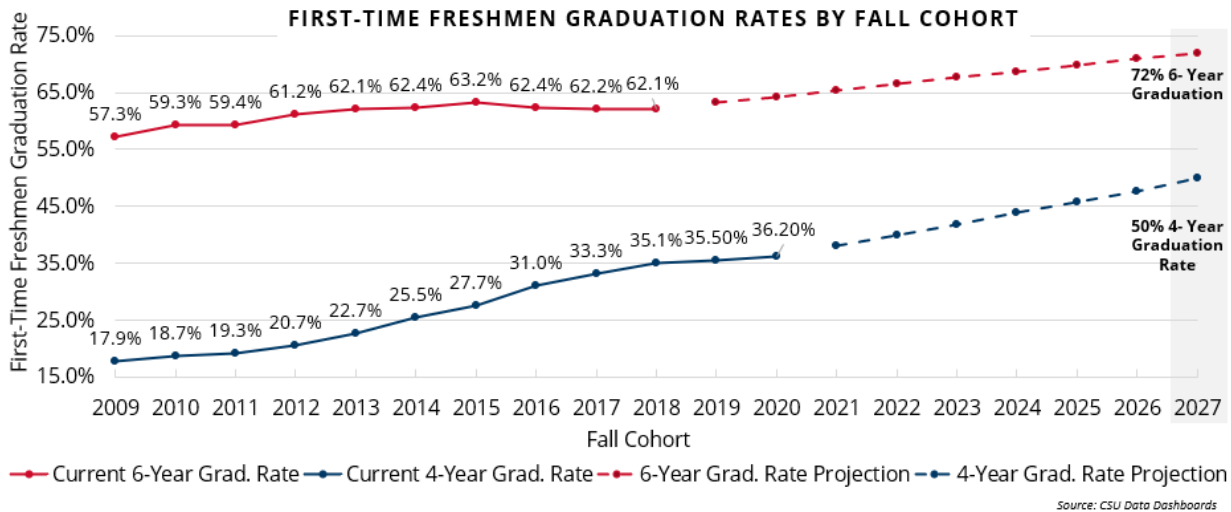
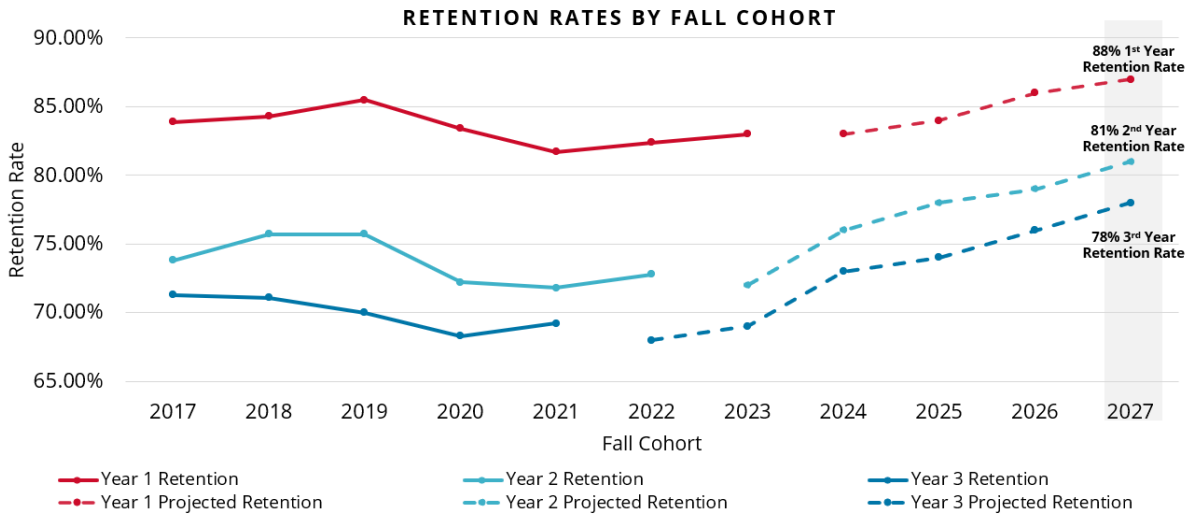


Figure 3: Current and Projected Graduation Rates

A similar approach was used to set retention rate milestones. We began by analyzing historical drop-offs at key retention points (e.g., first to second year, second to third year and through to graduation). Using the floor, benchmark and aspiration tiers, we projected incremental improvements in retention rate drop-offs, aiming to close gaps at each transition year. Importantly, we worked backward from the projected graduation rates to ensure that the retention milestones were both feasible and logically consistent with the anticipated graduation outcomes. This iterative process allowed us to set aligned, data-driven goals for both retention and graduation rates for the fall 2027 cohort.



Source: CSU Data Dashboards

Figure 4: Current and Projected Retention Rates

Career Earnings

To set attainable milestone goals for the career earnings metric, we took the median income of Californians with a high school degree between the ages of 25-34 using U.S. Census Bureau data and compared the median income of CSU graduates at 2 years, 5 years, and 10 years post-graduation compared to the median income of the high school graduates. We then set goals for how much CSU graduates will exceed the median income of Californians with a high school degree, knowing that currently many bachelor’s degree holders at the CSU are likely underemployed, meaning they are not working in a career job that requires a college degree, aligned with national trends. This closing of the under-employment gap is what likely provides the greatest impact on this metric specifically.

IV. Milestone Goals

Below are the milestone goals for scorecard metrics along with how that metric will be measured.

Metrics Currently Tracked and Defined Consistently Across the System

	CSU Milestone Goal	Method of Measurement
Retention Rates	<ul style="list-style-type: none"> For the 2027 Fall Cohort 1st year retention rate: 87.8% 2nd year retention rate: 81% 3rd year retention rate: 78% 	The 1 st year retention rate will be observed in 2028, the 2 nd year retention rate will be observed in 2029, and the 3 rd year retention rate will be observed in 2030.

Graduation Rates	<ul style="list-style-type: none"> Fall 2027 Cohort 4-year graduation rate: 50% Fall 2027 Cohort 6-year graduation rate: 72% 	The 4-year graduation rate will be observed in 2031, and the 6-year graduation rate will be observed in 2033.
Career Earnings	<ul style="list-style-type: none"> The median income of CSU graduates will exceed the median income for Californians with a high school degree by: <ul style="list-style-type: none"> 75% 2 years post-graduation, 135% 5 years post-graduation, and 185% 10 years post-graduation. 	Graduate salary data will be collected from the California Employment Development Department (CA EDD). Median income of high school graduates in California is collected through the five-year American Community Survey (ACS) Data from IPUMS USA.

Metrics that we classify as not currently tracked across the system encompass those that are not compiled or reported systemwide in a standardized manner. To develop milestone goals for these metrics, we looked at national and peer trends as well as historical performance of CSU universities. Methods of measurement were established based on existing practices that universities were leveraging as well as national trends in the metric.

Metrics Not Currently Tracked and Defined Consistently Across the System

	CSU Milestone Goal	Method of Measurement
Access & Mobility	<ul style="list-style-type: none"> Systemwide average should fall within the “Opportunity Colleges and Universities” in Carnegie’s Access and Earnings classification, with all universities being “High Access” and at least “Medium Income.” 	CSU’s placement within this metric will be tracked via Carnegie’s Access and Earnings classification updates.
Job / Graduate School Placement	<ul style="list-style-type: none"> For 100% of CSU graduates to be employed in a first career job requiring a college degree, or enrolled in further study within six months of graduation by 2030. 	Utilizing NACE and/or Lightcast graduate outcomes surveys, integrated with survey data from CA EDD, to identify graduate outcomes.
Student Satisfaction Rates	<ul style="list-style-type: none"> For the Net Promoter Score (NPS) for the CSU in five years to be within the 30-40 range. 	Design and distribute Net Promoter Score (NPS) survey to students (NPS = % Promoters - % Detractors).
Alumni Engagement	<ul style="list-style-type: none"> By 2030, for the volunteering engagement rate to be 5-7% 	CASE Insights for Alumni Engagement Survey.

AMENDED

ED POL

Agenda Item 3

September 7-10, 2025

Page 18 of 22

	annually, and for the experiential engagement rate to be 22-25% annually.	
Net Cost of Attendance	• By observing a decline in the YOY percentage growth of NCOT over time.	System level summation of Financial Aid Office measures.
Experiential Learning	• 100% experiential learning participation each semester for enrolled students.	Surveys, course catalog, student information system, co-curricular transcript.
Career Earnings	_____	Specific milestones post-graduation for CSU Alumni

Implementation

This will be one comprehensive, overarching plan that aligns with the other systemwide strategic plans. The Implementation Roadmap will serve as a toolkit for the Chancellor’s Office and universities to leverage when implementing the Framework. This Roadmap includes specific actions and responsibilities for each strategy within the Framework, serving as a planning guide for the system and universities to effectively implement the strategies outlined in the Student Success Framework. The Roadmap outlines prioritization and dependencies of strategy actions, directing attention and resources to the most critical areas first and/or highlighting the required order of operations needed for successful implementation. The Roadmap also includes clear timelines for each strategy, providing a structured and coordinated schedule for implementation. Change management principles are also outlined in the Roadmap, which will be critical to guide the system and universities through the transition, addressing potential challenges and resistance to change. Finally, the Roadmap will emphasize ongoing stakeholder engagement, ensuring that strategies remain adaptable and reflective of dynamic realities facing the CSU.

I. Roadmap Components

The key components of the Roadmap include:

- **Executive Summary:** Provides a high-level summary of the phases of implementation.
- **Implementation Teams:** Describes the organizational setup of teams responsible for carrying out implementation, including roles and responsibilities, as well as methodologies and tools teams can employ to ensure effective and efficient implementation.
- **Change Management and Communications:** Provides a framework for managing change throughout the implementation process along with strategies for engaging and communicating with stakeholders to promote transparency.
- **Strategy Toolkits:** Provides maturity models to assess the capabilities of strategies and systemwide actions, helping to identify areas for improvement.

- **Timeline:** Provides a timeline for implementation, highlighting key milestones and deadlines, as well as the resources required for implementation.
- **Metrics:** Describes the scorecard and progress metrics used to measure the success and progress of the Framework.

II. **Governance Structure**

Implementation teams will be critical to successful Framework implementation. Various groups of stakeholders will play a role in the implementation process, each having a clearly defined role and set of responsibilities, with varying levels of scope. Roles and responsibilities of implementation teams include:

- **Executive Steering Committee:** A group of senior leaders responsible for guiding the implementation of the Framework, with representation from across the system and all critical stakeholder groups.
- **Strategy Implementation Teams (1 Team per Strategy):** The implementation of each strategy is managed by a dedicated Strategy Implementation Team, made up of 22 university-level subject matter experts from across the system and the Chancellor's Office, led by a Strategy Sponsor. Within each Strategy Implementation Team is a systemwide action sub-team. Sub-Teams are subgroups of the Strategy Implementation Team members, made up of 5-8 members of the larger Strategy Team. They are tasked with carrying out the implementation of specific Systemwide Actions, under the direction of a team member who takes primary responsibility for guiding and monitoring the work of the Sub-Team.
- **Project Management Team:** The Project Management Team drives both practical and strategic logistics of the project, including managing meeting schedules, collecting and distributing inputs and outputs of the Steering Committee and Teams, and monitoring accountability measures and promptly elevating project risks.
- **Other Strategic Projects:** Additional CSU-wide strategic initiatives that will collaborate with Framework implementation teams to ensure alignment with concurrent initiatives that intersect with Framework priorities.
- **University Implementation Teams:** University Implementation Teams will work primarily with the Sub-Teams on practical implementation questions related to technology, resources policy and other logistical issues. Sub-Teams will collect and share University Implementation Team progress and accountability measures with the Strategy Implementation Teams, raising project risks as needed.

AMENDED

ED POL

Agenda Item 3

September 7-10, 2025

Page 20 of 22

Structuring for Successful Implementation

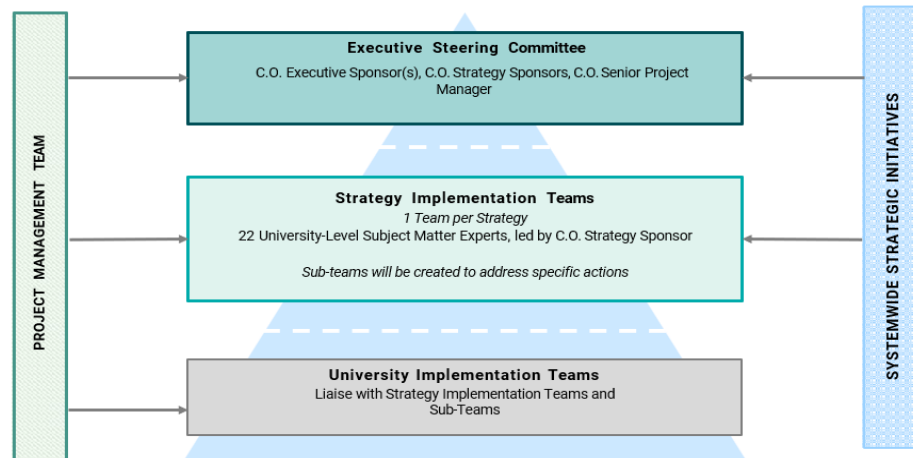


Figure 5: Implementation Structure

III. University Toolkit Overview

Strategy Toolkits serve as a structured resource to assist campuses in evaluating their alignment with the Framework strategies and systemwide actions. These toolkits enable implementation teams to work with each university to assess their respective maturity relative to the Framework’s strategic objectives, identify shared priorities and determine where collective actions will have the most significant impact. By providing a mechanism to measure university-level readiness, the Strategy Toolkits facilitate system-level prioritization and planning for long-term implementation success. They empower university and system leaders to assess current alignment with systemwide goals, identify priority areas for coordinated action, establish a shared vision with actionable next steps, leverage data for informed decision-making and strengthen alignment with the CSU governance structure to drive unified progress.

ETS Partnership: Futurenav Compass

In partnership with the CSU, ETS will pilot Futurenav Compass at seven Los Angeles-area CSU campuses: CSUDH, Cal State Fullerton, Cal State LA, Cal State Long Beach, CSUN, Cal Poly Pomona and Cal State San Bernardino. This platform advances the CSU Promise that every CSU student will graduate with the opportunity for a first career job or a clear path to further study by helping students determine their career goals, understand their skills, and connecting them to internships and jobs through a comprehensive online hub. Approximately 1,000 students will participate this fall, with an expansion at the same seven campuses in January.

FutureNav Compass supports three of the CSU's four Student Success Framework Commitments. It personalizes student journeys by matching academic and professional skills to career pathways, advances adaptive learning through workplace technologies and expands experiential learning by linking students directly to internships and jobs.

The platform uses a three-module assessment system: Reflect (self-assessment of digital tool confidence), Reason (adaptive scenarios measuring problem-solving with workplace technologies) and Apply (practical applications of digital communication). Beyond assessment, it offers career exploration, internship and job matching by region, and real-time connections. This work directly impacts Framework scorecard metrics.

- **Job placement rates: connects students to opportunities with skills aligned to employer needs.**
- **Career earnings: reduces underemployment via better job-skill matching.**
- **Student satisfaction: improves through personalized career guidance, while experiential learning participation grows through streamlined access to internships and work experiences.**

ETS's 2025 Human Progress Report, a comprehensive study of workforce readiness and digital skills gaps, found that while 67% of HR leaders prioritize advanced digital skills for new hires, only 39% of employees feel proficient in emerging workplace technologies. This research validates the skills gap this pilot addresses and demonstrates market demand for digitally skilled graduates. FutureNav Compass addresses this gap by assessing competency levels, providing focused skill development recommendations and connecting students directly to opportunities requiring their demonstrated skills.

This initiative supports the Framework's Skills and Networks strategy by expanding paid internships, developing online access platforms and strengthening student-alumni programming. Expected outcomes over time include increased first-destination employment rates, shorter time-to-employment post-graduation, enhanced student satisfaction with career preparation and stronger employer partnerships across the Los Angeles region.

The partnership advances ETS's Human Progress Commitment to prepare 100 million people for next-generation jobs by 2035, while positioning the CSU as a national model for comprehensive student success through strategic industry partnerships.

Next Steps

As the CSU prepares for Framework implementation, the initial two-year period marks a transformational stage for the CSU system. During this time, the focus will be on capacity-building and culture-shifting activities that enable long-term implementation at scale. This transformation period is essential to align people, technology and resources across all 22 campuses. Immediate next steps include the Chancellor's Office leading the implementation in four main areas of focus: people, process, technology and data.

AMENDED

ED POL

Agenda Item 3

September 7-10, 2025

Page 22 of 22

- **People:** The CSU plans to convene various teams that will play a crucial role in implementation, including the Executive Steering Committee, Strategy Implementation Teams at the Chancellor's Office and universities., and University Implementation Teams.
- **Process:** The CSU will focus on advancing systemwide actions at the Chancellor's Office, working with universities to determine campus-level milestones and assess necessary changes, identifying immediate next steps for implementing systemwide actions at each university, and continuing communications and change management plans.
- **Technology:** The CSU aims to inventory existing technology platforms in line with the Framework, identify new technology platforms, determine integration needs with existing platforms and procure new technology as needed.
- **Data:** The CSU will focus on establishing data-sharing agreements and data governance structures, updating existing dashboards to reflect new scorecard metrics, and defining progress-level metrics for each strategy.